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15 March 1967

NOTE FOR: Carl

SUBJECT : R&D Procurement Responsibility in S&T Directorate.

1. At the last staff meeting you briefly discussed the possibility that responsibility for R&D procurement within this Directorate might shift to the DD/S&T. The general concept was that some offices, such as ORD, would have resident procurement people who would be authorized to negotiate and sign contracts, and that some sharing of this accommodation would be expected for other offices where the procurement load was not sufficiently large to justify having individual support - such as OSI and FMSAC.
2. I believe there is an important long term advantage which can be gained if the procurement activities are initially implemented within the concept of centralized control with decentralized execution. Our program planning, procedures for soliciting proposals, and various other practices including the procurement operation are interrelated elements of the total business of providing R&D support to the Agency. If similarly organized, these various elements can more readily be made mutually supporting and serve to promote the kind of organization and practices which are required to achieve more effectiveness in this area of work. For example, if uniform contract sterility practices are implemented within the Directorate, it would be convenient if this were phased to begin at the same time that responsibility for R&D passed to the Directorate. In this way there would be no need for Office of Logistics to make changes in their current practices, and uniformity within the Directorate could be established at the outset.
3. Specifically, you may wish to ask [ ] to prepare comprehensive instructions and guidance pertaining to procurement for issuance to the offices over your signature which reflect a decision that policy and direction for this facet of the R&D work will continue to be centralized at the Directorate level. Not only would this preclude the development of contrary and conflicting practices between and among the several offices, but it would encourage the compatibility

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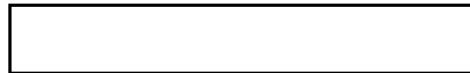
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of S&T procurement practices with those required for uniform sterility procedures, ADP, and all other elements of the R&D program. In the event that R&D is ultimately coordinated on an Agency basis, this sort of management control and direction, and the experience derived from it would be of considerable assistance to the DD/S&T when assuming Agency-wide responsibility for R&D.

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